

UAC Strategic Plan

Executive Summary



Developed from:
Strategic Planning Process Report
Facilitated by Savage Consulting
January 2002
Toledo, Ohio

April 2002

We wish to thank the following individuals who assisted Savage Consulting and the UAC by participating in the surveys, interviews, and focus groups that shaped this plan.

UAC Community Advisors

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UAC Faculty Advisors

Martin Abraham, Abdul Alkalimat, Rane Arroyo, Lynn Bachelor, James Benjamin, Terry Cluse-Tolar, Laurie Dinnebeil, Mike Dowd, Christine Fox, Stephen Goldman, Paul Kozlowski, Ron Opp, Rubin Patterson, Brian Randolph, Neil Reid

Additional Stakeholders Surveyed or Interviewed

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EXECUTIVE SUMMARY

URBAN AFFAIRS CENTER STRATEGIC PLAN

April 2002

MISSION

THE URBAN AFFAIRS CENTER IS AN APPLIED RESEARCH UNIT OF THE UNIVERSITY OF TOLEDO AND A MEMBER OF THE OHIO URBAN UNIVERSITY PROGRAM (UUP). OUR MISSION IS TO WORK IN SUPPORT OF EFFORTS TO ENHANCE THE QUALITY OF URBAN LIFE WITH A PRIMARY FOCUS ON OUR NORTHWEST OHIO REGION. TO ACCOMPLISH THIS WE CONNECT THE RESOURCES OF THE URBAN AFFAIRS CENTER, THE UNIVERSITY OF TOLEDO, THE OHIO URBAN UNIVERSITY PROGRAM, WITH COMMUNITY PARTNERS TO IDENTIFY THE ISSUES, NEEDS, AND PROBLEMS FACING OUR URBAN COMMUNITY AND TO CONDUCT RESEARCH, INFORM DISCUSSION, AND HELP DEVELOP SOLUTIONS. THE METHODS AND SERVICES WE EMPLOY INCLUDE: ACADEMIC AND APPLIED RESEARCH, TECHNICAL ASSISTANCE & TRAINING, COMMUNITY SERVICE & EDUCATION, DATABASE DEVELOPMENT & MAINTENANCE, AND THE PUBLICATION AND DISTRIBUTION OF RESEARCH FINDINGS.

MAJOR GOAL 1

Increase and Ensure Consistent Involvement of UT Faculty and Students in UAC Activities

SUBGOAL 1

ADD FIVE HALF-TIME FACULTY RESEARCH ASSOCIATES

Objectives

1. *One half-time Faculty Research Associate for each of the four UAC research focus areas and one with expertise in survey research.*
2. *Research Associates would spend half of their time in their departments and half in the Urban Affairs Center.*

RESPONSIBILITY

Patrick McGuire, UAC Advisory Committees, and UT Administration

RESOURCES NEEDED

Administration commitment of five one half time faculty lines

TIMELINE FOR COMPLETION

- Three in place by August 2002 (Survey Research, Economic Development, and Urban Education)
 - All five in place by August 2003 (Add Community Preservation/Enhancement & Urban and Regional Planning)
-

SUBGOAL 2

ADD TWO PERMANENT GRADUATE RESEARCH ASSISTANTS

Objectives

1. *Add two graduate research assistants to work with staff research associates.*

RESPONSIBILITY

Patrick McGuire

RESOURCES NEEDED

Allocation by Vice Provost for Graduate Studies

TIMELINE FOR COMPLETION

Fall 2002

MAJOR GOAL 2

Promote, Support, and/or facilitate both locally relevant and nationally recognized scholarly and applied research in the following four areas: Community Preservation and Enhancement, Urban and Regional Planning, Economic Development, and Urban Education.

DETAIL OF UAC RESEARCH FOCUS AREAS

Urban and Regional Land Use Planning

- Tax-Cooperation Issues
- Land Use Planning
- Regional Planning
- Smart Growth
- Cooperation Agreement(s)
- Core City Input (Regional Planning and Sprawl)

Community Preservation and Enhancement

- Urban Social, Cultural, and Ethnic Studies
- Housing
- Digital Divide
- Transportation Issues
- Neighborhood Planning
- Community Design Issues
- CDC Support and TA

Economic Development

- Industry Cluster/Sector Research and Enhancement
- Inventory and Analysis of Local Economic Development Program Infrastructure
- Baseline Economic Data
- Brownfield Environmental Issues
- Workforce Development

Urban Education

- Early Family (Pre-school)
- School Funding Issues
- Other School Policy
- Community Participation
- Continuous Learning/Workforce Development
- Explore more participation
- Local Public School Systems

All objectives and goals of this strategic plan apply to this goal

MAJOR GOAL 3

Forge and strengthen collaborative partnerships with local, state, and federal governments; community organizations and institutions; local citizens; and others interested in strengthening Toledo's urban region.

SUBGOAL 1

REORGANIZE ADVISORY COMMITTEE STRUCTURE

Objectives

1. *Combine faculty and community advisory committees*
2. *Hold committee meetings two times a year (Fall and Spring)*
3. *Establish three-year terms*
4. *Include official UT UAC Committee as part of faculty representation on Advisory Committee*

RESPONSIBILITY

Patrick McGuire

TIMELINE FOR COMPLETION FOR COMPLETION

Spring 2002

SUBGOAL 2

REACH OUT TO OTHER SUBURBAN COMMUNITIES IN THE REGION

Objectives

1. *Market UAC services outside the City of Toledo*
2. *Set up meetings with Suburban Officials*

RESPONSIBILITY

Patrick McGuire

TIMELINE FOR COMPLETION FOR COMPLETION

Ongoing, Begin Summer 2002

MAJOR GOAL 4

Market UAC and Communicate UAC research findings, data, and recommendations to national, state, and local policy makers and citizens to help them more effectively address neighborhood, urban, and regional issues.

SUBGOAL 1

IMPLEMENT UAC MARKETING AND PR STRATEGY

Objectives

1. *Quarterly Newsletter (One edition will be annual report)—Sue and staff*
2. *Marketing Brochure by Summer 2002--Sue*
3. *UAC Website Continually Updated --Gregg*
4. *Press Releases and Media Advisories (use Public Information Office more effectively)--All*
5. *UAC PowerPoint presentation update master continuously—Sue and Gregg*
6. *Display board presentation (Update Annually)—Sue and staff*
7. *Program/project marketing materials (develop as needed)--Staff*
8. *Establish and maintain E-mail discussion/notification group for advisory committee and others--Gregg*
9. *Establish and maintain consistent professional UAC look for all publications (reports and marketing materials) this would include: UAC logo, colors, fonts, templates, etc. (like UT identity program)—Sue*
10. *Make all materials available in hardcopy and electronically*

RESPONSIBILITY

Staff—Varies by item

RESOURCES NEEDED

Time and some items need to be budgeted

TIMELINE

Begin Immediately

MAJOR GOAL 5

Sponsor and support education and increased civic dialogue on issues that fall within the UAC's research focus areas.

Objectives

- 1. What Works Speaker Series--Two programs per year*
- 2. Community Forums (includes urban issue focused candidate debates and forums)--Two Programs per year*
- 3. Identify and take advantage of other opportunities (that fit mission, goals, and available UAC resources) as they arise*

RESPONSIBILITY

Staff

RESOURCES NEEDED

Partners and co-sponsors (Plan Commission, TMACOG, etc.)

TIMELINE FOR COMPLETION

Ongoing

MAJOR GOAL 6

Increase and Ensure Consistent Involvement of UT Faculty and Students in UAC Activities

SUBGOAL 1

ADD FIVE HALF-TIME FACULTY RESEARCH ASSOCIATES

Objectives

3. *One half-time Faculty Research Associate for each of the four UAC research focus areas and one with expertise in survey research.*
4. *Research Associates would spend half of their time in their departments and half in the Urban Affairs Center.*

RESPONSIBILITY

Patrick McGuire, UAC Advisory Committees, and UT Administration

RESOURCES NEEDED

Administration commitment of five one half time faculty lines

TIMELINE FOR COMPLETION

- Three in place by August 2002 (Survey Research, Economic Development, and Urban Education)
 - All five in place by August 2003 (Add Community Preservation/Enhancement & Urban and Regional Planning)
-

MAJOR GOAL 7

Increase the Impact, Activities, and Output of the UAC

SUBGOAL 1

RECOMMEND ISSUES TO BE INCLUDED IN THE UUP AGENDA.

Objectives

1. *Develop list of issues with input from the Advisory Committee.*
2. *Present to OBOR UUP Committee*

RESPONSIBILITY

Patrick McGuire

RESOURCES NEEDED

Advisory Committee, staff, and other input

TIMELINE FOR COMPLETION

Ongoing or as required by UUP schedule

SUBGOAL 2

LEAD A UUP RESEARCH NETWORK OR PROJECT

Objectives

1. *Identify possible networks or projects, based on research expertise, UAC Research Focus Areas, etc.*
2. *Present to OBOR UUP Committee*

RESPONSIBILITY

Patrick McGuire

RESOURCES NEEDED

Advisory Committee, staff, and other input

TIMELINE FOR COMPLETION

Ongoing or as required by UUP schedule

MAJOR GOAL 8

Strengthen and expand relationships with other UT Departments and Centers

SUBGOAL 1

ESTABLISH THE UAC AS A POINT OF FIRST CONTACT FOR THE COMMUNITY SEEKING ACCESS TO AND MOBILIZATION OF UNIVERSITY EXPERTISE ON URBAN ISSUES.

RESPONSIBILITY

Patrick McGuire

RESOURCES NEEDED

Time

TIMELINE FOR COMPLETION

Ongoing

SUBGOAL 2

EXPAND OUR EXPERTISE OR ACCESS TO ADVANCED SPATIAL ANALYSIS

Objectives

- 1. Develop GIS partnership with Geography and Planning and other programs the utilize GIS technology*
- 2. Support training for Gregg Rice, Data Manager*
- 3. Consider requiring that one of our additional graduate assistants have GIS skills*

RESPONSIBILITY

Patrick McGuire and Staff

RESOURCES NEEDED

TIMELINE FOR COMPLETION

Winter 2002/2003

MAJOR GOAL 9

Provide research, project, or technical assistance to local governments, community organizations, and others interested in strengthening Toledo's urban region.

SUBGOAL 1

COLLECT, ASSEMBLE, MANAGE, ANALYZE, AND PRESENT URBAN DATA

Objectives

- 1. Compile Metadata for all data generated by UAC sponsored research*
- 2. When appropriate, store and maintain actual data*
- 3. Evaluate other data and information for possible inclusion in UAC's inventory of data and metadata*
- 4. Work with government and non-government agencies to identify and secure access to such databases as are necessary to effectively serve the needs of the Center and the community.*

RESPONSIBILITY

Gregg Rice

RESOURCES

TIMELINE FOR COMPLETION

Fall Ongoing

SUBGOAL 2

EXPLORE THE DEVELOPMENT OF METROTOLEDO GISNET

Objectives

- 1. Identify other similar efforts (avoid redundancy)*
- 2. Identify partners*
- 3. Set up organizing meeting*

RESPONSIBILITY

Sue and Gregg

RESOURCES NEEDED

Partners and co-sponsors

TIMELINE FOR COMPLETION

Begin Summer 2002

SUBGOAL 3

CONTINUE TO DEVELOP UAC SURVEY RESEARCH AND ASSESSMENT PROJECT

Objectives

- 1. Develop business plan*
- 2. Must be designed to generate revenue for UAC*
- 3. Identify partners*
- 4. Develop marketing plan*

RESPONSIBILITY

Patrick McGuire and staff

RESOURCES NEEDED

Time

TIMELINE FOR COMPLETION

Ongoing

SUBGOAL 4

EVALUATE THE NEED FOR A DATABASE OF TOLEDO/LOCAL BUSINESSES

Objective

- 1. Advisory Committee input*
- 2. Other local stakeholder input*
- 3. If there is a need, put together team of stakeholders develop project*

RESPONSIBILITY

Patrick McGuire, Gregg Rice, Sue Wuest

RESOURCES NEEDED

TIMELINE FOR COMPLETION

Summer 2002

SUBGOAL 5

DEVELOP AND CONDUCT REGULAR COMMUNITY SURVEYS

Objectives

- 1. Determine feasibility and need for regular perception survey of residents of Metro Toledo*
- 2. Determine feasibility for local industry cluster analysis*
- 3. Determine feasibility and need for regular perception survey of Area businesses*
- 4. Follow-through as necessary*

RESPONSIBILITY

Patrick McGuire, Sue Wuest, Gregg Rice, Advisory Committee, Faculty Research Associates

RESOURCES NEEDED

Time

TIMELINE FOR COMPLETION

Summer 2002 and ongoing

SUBGOAL 6

EXPLORE DEVELOPMENT OF POLICY DEVELOPMENT AND ANALYSIS CAPACITY

Objectives

- 1. Identify best practices and other models*
- 2. Identify supporters and partners*
- 3. Explore feasibility*
- 4. Make go/no go decision*

RESPONSIBILITY

Patrick McGuire & Sue Wuest

RESOURCES NEEDED

Partners, Time, and Financial Resources

TIMELINE FOR COMPLETION

Fall 2003

MAJOR GOAL 10

Strengthen and expand UAC staff, capacity, and resource base

SUBGOAL 1

ADD ONE FULLTIME STAFF RESEARCH ASSOCIATE

Objectives

1. *New Research Associate should have background or expertise in education, program development, and grant writing.*

RESPONSIBILITY

Patrick McGuire

RESOURCES NEEDED

Money from external sources and UT Match (50%)

TIMELINE FOR COMPLETION

Fall 2003

SUBGOAL 2

EXPAND AND DIVERSIFY THE UAC'S FUNDING SOURCES
SOLICIT SUPPORT FROM SPONSORS AND PARTNERS

Objectives

1. *Work with Development Office and Foundation to design a Development and Fundraising Plan--Implement plan*
2. *Solicit funding from sponsors and partners*
3. *Seek additional grant funding for current and additional projects*
4. *Annual fundraiser (big speaker event and dinner or something different)*

RESPONSIBILITY

Patrick McGuire, Development Office, Foundation, and UAC Staff

RESOURCES NEEDED

Patrick McGuire's Time
Marketing and PR materials

TIMELINE FOR COMPLETION

Ongoing, begin by Fall 2002

MAJOR GOAL 11

Evaluate Progress and Review and Update Plan

SUBGOAL 1

QUARTERLY REVIEW OF PROGRESS TOWARD MEETING GOALS AND OBJECTIVES OF PLAN

RESPONSIBILITY

Director/Patrick

RESOURCES NEEDED

TIMELINE FOR COMPLETION

Ongoing, begin by Fall 2002

SUBGOAL 2

REVIEW PLAN ANNUALLY TO ADD, AUGMENT, OR CHANGE GOALS AND OBJECTIVES AS NECESSARY

RESPONSIBILITY

Director/Patrick

RESOURCES NEEDED

TIMELINE FOR COMPLETION

Spring 2003

SUBGOAL 3

CONDUCT ANOTHER IN-DEPTH PLANNING PROCESS IN THREE YEARS.

RESPONSIBILITY

Director/Patrick

RESOURCES NEEDED

TIMELINE FOR COMPLETION

Fall 2005
